



City of Riverside, California
Personnel Policy and Procedure Manual

Approved:

Human Resources Director

City Manager

Number: V-3 Effective Date: 09/01

SUBJECT: PERFORMANCE EVALUATION

PURPOSE:

To provide a systematic method for the appraisal, recording and improvement of the work effectiveness of employees.

POLICY:

All employees shall have their job performance evaluated on a systematic, scheduled basis. Timing of such performance appraisals will depend on the status of the employee, the type of personnel action involved and, in certain cases, by bargaining unit involved. For further information, see the Supervisor's Guide to Performance Evaluation manual.

RESPONSIBILITIES

Basic responsibility for effective administration of the performance evaluation system shall be in the individual departments with the Human Resources Department providing support services.

STANDARDS

Each department is expected to develop and use performance standards covering the various job classes utilized in the department. These performance standards should reference the quantity and quality of work, the manner in which service is rendered, and such characteristics as shall measure the value of individual employees in those job classes.

Employees shall be informed of such performance standards prior to being evaluated against them.

PREPARATION

All employees shall have their job performance evaluated by their immediate supervisor on a systematic, scheduled basis as listed below.

Regular Full-time Employees

- **Probationary Period Evaluations** - For employees in regular full-time positions, following original hire or promotion, the following evaluation schedule applies based on bargaining unit or group of classes:

| <u>Unit/Classes</u> | <u>Length of Probation</u> | <u>No. of Evaluations</u> | <u>Evaluation Schedule</u> |
|---|----------------------------|---------------------------|--|
| Public Utility Field Police (other than officer) Fire (Promotional) | 6 months | 2 | - at 3 months - prior to 6 months* |
| General, Refuse, Fire, Police, Management Classes | 12 months | 3 | - at 3 months - prior to 6 months* - prior to 12 months |
| Police Officer | 18 months | 4 | - at 3 months - prior to 6 months* - at 12 months - prior to 18 months* |

*Evaluations that consider a merit increase when employee starts at Step 1.

- **Annual Appraisals** - Employees in regular full-time positions will have their performance evaluated once each year on their anniversary date. For employees in regular part-time positions, yearly evaluations will be required, since up to two years may be required before eligibility for a merit increase evaluation is attained.

Regular Part-time Employees

- Upon completion of 520 hours of work
- Prior to completion of 1,040 hours of work
- Prior to completion of 2,080 hours of work

Temporary Employees - Performance evaluations will be required as follows:

- At 6 months from hire date
- At least once each calendar year thereafter, based on the hire/anniversary date
- To substantiate each merit increase (if applicable) based on work hours as for permanent part-time employees

Merit Increase Evaluations - For employees in regular full-time and permanent part-time positions of a job class whose salary range has steps other than a flat rate, the following schedule applies only when performance is satisfactory:

- Step 2 prior to completion of 6 months (1,040 hours) of service
- Step 3 prior to completion of 12 months (2,080 hours) of service from Step 2
- Each succeeding step to maximum rate prior to completion of 12 months (2,080 hours) of service from preceding step

Special Evaluations - Special or supplemental evaluations may be initiated by a supervisor whenever the supervisor believes it to be in the best interest of the employee, supervisor, or department to do so. This type of evaluation is usually made whenever an employee's performance and/or work conduct has markedly changed since a previous evaluation or whenever an

employee has failed to improve after a previous less than satisfactory evaluation, counseling or training.

All performance evaluations shall be recorded on the City Performance Evaluation form. Supplemental department specific evaluation forms and additional explanatory pages may be added as necessary to provide a complete evaluation.

THE EVALUATION FORM

The City of Riverside Performance Appraisal consists of the following sections:

Part I - Key Results - This section is comprised of three subsections: (a) Objectives Accomplished; (b) Additional Accomplishments; and (c) Unaccomplished Objectives. This information provides feedback to employees on key objectives developed at the beginning of the performance evaluation period. Supervisors compare the accomplishments with the planned objectives. The opportunity is also available to acknowledge accomplishments that exceeded the planned objective(s) or that were not achieved. This section has a direct relation to Section VI (Performance Improvement Plan).

Part II - Job Behaviors - Job Behavior provides employees with the supervisor's observation of daily work habits and behaviors. Supervisors should use the whole evaluation period to determine the employee's behavior. Each behavior has an applicability rating from "critical" to "not applicable." Critical is defined as those behaviors which can cause severe consequences to the department or co-workers. Applicable behaviors are pertinent to those regularly performed activities. The behavior should have direct relationship to the completion of the planned objectives and daily work activities.

Part III - Overall Performance - This section has a direct correlation with Sections 1 and 2. After developing and/or applying job standards and evaluating an employee's job performance, an overall evaluation rating is to be given. There is no formula for determining this overall rating. The supervisor has to consider the employee's performance in six performance areas against the standards of performance expected of all individuals performing those duties in the department to make this decision. The overall rating should be consistent with the employee's completion of major objectives and their regular work behavior.

Part IV - Promotability Index (optional) - Promotability Index provides feedback to the employee on their potential to assume a higher position in their career field. Supervisors should only focus on the promotability in a related career ladder. Supervisors should base their judgment on the success in the employee's current job functions and their success in assuming more complex responsibilities. Supervisors should also consider employee's completion of their developmental action plan.

If the employee is not interested in promotional opportunities, this section should be disregarded.

Part V - Performance Development Plan - The Developmental Action Plan provides the employee with a plan to aid in improvement and correcting deficiencies or assist in development toward promotion. The plan should be specific and able to complete during the evaluation period. Multi-year plans of action (schooling, apprenticeships, more complex work assignments, City-wide training, etc.) should be broken down over the number of years needed for completion. The plan must be completed when employees are deficient (overall rating of 1, 2 or 3) and there are major obstacles for achieving a satisfactory performance evaluation. Action can include completion of courses and/or change in behavior. Supervisors should refer to documented incidents that are causing problems in performance.

Part VI - Goals and Objectives for next Performance Appraisal Review Period - This is probably the most critical portion of the performance appraisal process. The supervisor must discuss the key objectives to be accomplished during the evaluation period with the employee.

Supervisors should consider the goals of the division or department and how the employee's job performance will affect their achievement. Employee comments and recommendations are encouraged.

This portion of the evaluation should be periodically discussed with the employee during the following evaluation period. Supervisors are to refer to the planned objectives when completing Part I (Key Results) at the end of the evaluation period.

Part VII - Employee's Comments and Signature - The employee's signature is an acknowledgment that the performance appraisal was discussed. The signature does not necessarily mean that the employee agreed with evaluation content. If there is a refusal to sign a performance evaluation, the supervisor shall have the refusal witnessed by another employee with the refusal noted on the performance evaluation and signed and dated by the witness. The employee may enter remarks in the space provided or attach a separate written response specific to the evaluation. Performance Evaluations shall also contain the signatures of the rater, reviewer and/or department head.

Upon completion of the department review, an employee shall receive a copy of the performance evaluation and the department may place a copy in an internal file.

Part VIII - Human Resources Review and Signatures - The Human Resources Department will review completed evaluations, as appropriate, and will maintain a copy of the evaluation in the employee's personnel file.

PROCEDURE:

| Responsibility | Action |
|-----------------------|---|
| Human Resources | 1. Provides the evaluation date for each employee to the department and monitors the timeliness of the evaluation, especially for the end of probation period, and maintains each |

employee's performance appraisal history in his/her personnel folder.

Supervisor

2. Assists in the development of job related standards for each job class supervised; completes the performance appraisal accurately and objectively on the basis of observation and/or knowledge of an employee's work; reviews and obtains approval of performance appraisals within the appropriate departmental line of authority; conducts the evaluation interview with an employee.

Division Head

3. Develops job related standards for each job classification in the division; receives and/or distributes performance appraisal forms to the appropriate supervisors; reviews completed evaluations.

Department Head

4. Approves all job related standards and reviews, approves and signs each completed performance appraisal. This responsibility may be delegated in the larger City departments.

Attachment:

1. Performance Evaluation Form

CITY OF RIVERSIDE

PERFORMANCE APPRAISAL

- ☐ 3 MONTHS PROBATION REVIEW
- ☐ 6 MONTHS PROBATION REVIEW
- ☐ ANNUAL REVIEW
- ☐ INTERIM REVIEW

Name: _____

Position Title: _____

Date of Last Performance Review: _____

Review Period: _____

Date Started in Current Position: _____

Social Security No. _____

Department: _____

Supervisor's Name: _____

Supervisor's Title: _____

Due Date of this Performance Review: _____

Next Review Date: _____

ART I - RESULTS

A. Objectives Accomplished

List the specific goals and objectives accomplished by the employee during the appraisal period, compared with the results expected from goals established in the previous appraisal (Part VI), or in other statement of goals and responsibilities from job descriptions, etc.

B. Additional Accomplishments

List any exceptional accomplishments not shown in Section A above that the employee achieved and which deserve recognition during the appraisal period.

List the specific goals and objectives not accomplished by the employee during the appraisal period, compared with the expected results as defined in the previous appraisal (Part VI), or another statement of goals and responsibilities from job descriptions, etc. State why the expected results were not achieved.

| Behaviors | Applicability | Evaluation | | | |
|---|--|--|--|--|--|
| How productive is the employee? (Quantity of work?) Work completed on time? | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Quantity of work completed is not acceptable. | <input type="checkbox"/> Meets and occasionally exceeds standards, rarely below expectations. | <input type="checkbox"/> Consistently produces high volume, frequently exceeding expected standards. | <input type="checkbox"/> Always exceeds productivity standards, objectives and goals. |
| Comments _____ | | | | | |
| 2. How productive is the employee? (Quality of work?) Accuracy? | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Work usually has errors of such quantity and magnitude as to question the results. | <input type="checkbox"/> Work is basically correct, but occasionally lacks sufficient detail to classify as a professional job. | <input type="checkbox"/> Accurate when and where it really counts, may have some minor flaws that do not affect the work but merely prevent it from being labeled as outstanding. | <input type="checkbox"/> Always accurate at all levels and during all phases of completion; a viable standard of excellence. |
| Comments _____ | | | | | |
| 3. How productive is this person? (Job knowledge?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Knowledge is limited to certain areas; sufficient to handle only routine tasks. | <input type="checkbox"/> General knowledge is sufficient to handle most tasks covering all areas of the job. | <input type="checkbox"/> Broad general knowledge and expertise in most areas; can handle advanced and unusual tasks. | <input type="checkbox"/> Exceptional knowledge, sufficient to handle any assignment, even the most complex. |
| Comments _____ | | | | | |
| 4. How well does this person initiate work? (Starts assignments without prompting? Independently contributes ideas and completes projects?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Requires repetitive direction and instructions to complete task. | <input type="checkbox"/> Demonstrates some self-starting characteristics. | <input type="checkbox"/> Exhibits above average initiative but not consistently; generally thorough. | <input type="checkbox"/> Displays extraordinary initiative; a self-starter with a great motivation to complete desired objectives promptly. |
| Comments _____ | | | | | |
| 5. How well does this person adapt to changes in work situations? (Easily adjusts to new people, ideas, and procedures?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Adjustment is unacceptable and may need some improvement. | <input type="checkbox"/> Adjusts satisfactorily within necessary time-frame. | <input type="checkbox"/> Adjusts quickly. | <input type="checkbox"/> Thrives on change; adjusts very rapidly. |
| Comments _____ | | | | | |

work? (Set objectives and priorities? Manage personal resources to meet objectives?)

- ☐ Applies
☐ Does not apply

Minimal planning with regard to objectives or priorities.

Work plans and work behaviors are consistent with group objectives and priorities.

Plans in detail, considers objectives and priorities, adjusts readily to new tasks required.

Planning is exceptionally complete in relation to objectives and priorities. Identifies potential problems and follows up effectively.

Comments _____

7. How well does this person analyze problems and make decisions? (Identifies/evaluates relevant issues? Timely? Effective? Takes appropriate risks?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Ineffective, makes only routine decisions.

☐
Usually makes contributions in the definition and solution of problems. Makes decisions based on the information at hand.

☐
Recognizes when additional information is required for non-routine decisions. Makes timely and effective decisions.

☐
In addition to obtaining and evaluating pertinent information and making sound and timely decisions, is exceptional at considering long term effects of decisions.

Comments _____

8. How dependable is this employee? (Attendance? Punctuality?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Attendance and/or punctuality is unacceptable.

☐
Attendance and/or punctuality is generally acceptable but at times is below average causing some disruption of work activities.

☐
Good attendance and/or punctuality. Seldom absent or tardy.

☐
Exceptionally reliable, rarely absent or tardy.

Comments _____

9. How well does this person work with other people? (Builds effective relationships? Accomplishes work through/with others? Effectiveness in groups?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Is the source of friction at times.

☐
Gets along with supervisors and peers. Strives to achieve the work groups' objectives.

☐
Respects and is respected by others. Regularly provides assistance, reinforcement and support to others.

☐
Strong positive force in work group, provides appropriate support and assistance to others even in time of high work pressure. Can be counted on to maintain positive working relationships.

Comments _____

10. How well does this person communicate with others? (Verbally?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Generally has difficulty explaining points and clarifying these points when questioned.

☐
Generally clear, to the point and understood. Clarifies points when questioned.

☐
Very good communicator, message is very clear and concise and can be understood with ease.

☐
Very clear and convincing in communications, maintains logic and clarity in pressure situations.

Comments _____

person communicate with others? (Written?)

- ☐ Critical
☐ Applies
☐ Does not apply

Should strive to improve overall writing skills to minimize errors and incompleteness.

Good writing skills. Regularly prepared documents are logical, complete and accurate.

Writing is organized, concise, complete and meets stated objectives. Prepares clear, logical communications on complex subjects.

Superior writing skills, to the point, concise, with an effective and persuasive style. Can modify style to fit the purpose of communication.

Comments _____

12. How well does this person manage productivity? (Delegates tasks to get the job done? Uses staffing efficiently?)

- ☐ Critical
☐ Applies
☐ Does not apply

Fails to establish goals and procedures. Employees are generally unclear on performance expected.

Establishes specific goals, objectives and procedures, follows up on assignments, provides feedback.

In addition to the previous block, emphasizes high quality and quantity of work, establishes specific goals, objectives and procedures; keeps subordinates informed and provides feedback.

In addition to the previous block, makes best use of subordinates' attributes, involves employees in identifying and solving problems.

Comments _____

13. How well does this person manage resources? (Uses financial resources efficiently? Meets budgets?)

- ☐ Critical
☐ Applies
☐ Does not apply

Requires review to control expenses.

Stays within budget; maintains cost effectiveness.

Operates within the budget, initiates cost savings.

Not only stays within budget, but is a real leader in developing cost savings without jeopardizing the work.

Comments _____

14. How well does this person appraise and develop subordinates? (Accurately assesses performance and gives feedback? Cross-trains subordinates? Employees are promoted to other positions?)

- ☐ Critical
☐ Applies
☐ Does not apply

Does not complete performance review on timely basis. Ineffective in providing feedback and training.

Provides assessment and feedback to employee on timely basis. Identifies weak points and suggests means for employee improvement.

Accurate and effective assessment of employee(s). Provides opportunities for improvement on weak points and for obtaining career goals. Develops promotable employee(s).

In addition to previous block, provides appropriate appraisal and development of employees and develops possible successors. Consistent record of promotable employees.

Comments _____

person meet employment, employee and labor relations policies and objectives? (M.O.U.'s, City, departmental policies & procedures & S.O.P.'s)

- ☐ Applies
☐ Does not apply

Is inconsistent, shows minimal regard for sound employee relations practices.

Is aware of policies and objectives relative to employment and employee/labor relations. Usually adheres to procedures and is consistent in handling people problems. May need some improvement.

Is aware, consistent and effective in administration of City policies and objectives relative to employment and employee/labor relations.

In addition to previous block, creates a positive atmosphere with employees, has credible relationships and effectively responds to employees' problems.

Comments _____

16. How well does this person manage cross-organization relations? (With other departments? With other divisions?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐
 Is source of some friction, fails to recognize others' needs.

☐
 Cooperative; responds in an accurate and timely manner.

☐
 Very cooperative; accurate, thorough and timely in response; at times will put other's needs ahead of his/her own.

☐
 Extremely cooperative. Provides any assistance requested; is viewed as a real team player.

Comments _____

17. How well does this person deal with the public/customers, including sensitivity to cultural diversity issues.

- ☐ Critical
☐ Applies
☐ Does not apply

☐
 Shows little respect to the public. Projects an image of being too busy to be interrupted. Does not take the initiative to answer customers' questions. Waits for someone else to do the job.

☐
 Has some problems or is reluctant to talk to public. Lacks self-confidence in answering questions and, if possible, will avoid public contact.

☐
 Is personable and projects self-confidence in dealing with the public. Is willing to take the time to answer questions completely.

☐
 Does an excellent job; can handle any situation. If question cannot be answered, will direct customer where to find answer or will make inquiries until customer is satisfied.

Comments _____

18. How well does this person operate and maintain equipment?

- ☐ Critical
☐ Applies
☐ Does not apply

☐
 Disregard for care and operation of equipment.

☐
 Lacks good judgment in operation and care of equipment.

☐
 Adequate maintenance and operation of equipment.

☐
 Demonstrates maximum and proper maintenance and operation of equipment.

Comments _____

19. How well does this person adhere to safety policies?

- ☐ Critical
☐ Applies
☐ Does not apply

☐
 Has little concern for own safety or for safety of others.

☐
 Occasionally forgets standard safety procedures.

☐
 Follows proper safety procedures.

☐
 Takes extra precautions to ensure safety for all.

Comments _____

PART III - OVERALL EVALUATION OF PERFORMANCE

Check the box that is most descriptive of the employee's overall job performance. This evaluation should reflect supervisor's appraisal of the results the employee achieved in Part I, the evaluations given to job behaviors in Part II, and the results of any previous action plans listed in Part VI.

| | | | | | |
|---|---|--|---|--|--|
| <input type="checkbox"/> 1 Performance is considerably below standard and is unacceptable. | <input type="checkbox"/> 2 Performance is less than standard and improvement is needed in several areas. This may be due to inexperience or a decrease in performance level. | <input type="checkbox"/> 3 Performance meets minimum requirements. Duties and responsibilities are performed with satisfactory results. | <input type="checkbox"/> 4 Performance meets or exceeds objectives. Accomplishes assigned tasks. Normal problems/situations are properly considered and generally well handled. Results are good to very good. | <input type="checkbox"/> 5 Above standard in most areas. Performance constitutes initiative including high quality and quantity. Employee not only fulfills job requirements, but frequently contributes more than the assigned share. Results are commendable. | <input type="checkbox"/> 6 Performance is consistently characterized by work of exceptionally high quality. Employee is repeatedly making significant contributions in all areas of job duties, which are far above requirements for the position and the assigned goals and objectives. Results are clearly outstanding. |
|---|---|--|---|--|--|

PART IV - PROMOTABILITY INDEX (Optional)

| | | |
|---|---|--|
| <input type="checkbox"/> Employee currently does not possess/demonstrate skills and abilities suitable for promotion at this time. Not promotable. See Perf. Improvement Plans | <input type="checkbox"/> Employee demonstrates some skills and abilities suitable for consideration for promotion. | <input type="checkbox"/> Employee demonstrates significant skills and abilities suitable for consideration for promotion. |
|---|---|--|

PART V - PERFORMANCE IMPROVEMENT PLANS

Identify Development Action Plans that can aid in improving employee's job performance, career growth or promotability potential during the coming year.

PART VI - GOALS AND OBJECTIVES FOR NEXT PERFORMANCE APPRAISAL REVIEW PERIOD

List specific goals and objectives to be accomplished in the next appraisal review period. They should be measurable and results-oriented to permit an accurate evaluation.

ART VII - EMPLOYEE'S COMMENTS AND SIGNATURE

The contents of this form have been reviewed by me. My comments are shown below, as applicable, regarding career goals, agreement or disagreement with this appraisal. I understand that I may choose to comment on any section of the appraisal.

Employee's Signature: _____ Date: _____

Signature does not necessarily indicate agreement with appraisal, but does acknowledge that appraisal was conducted and that employee has reviewed the appraisal.

Supervisor's Signature: _____ Next Level Supervisor's Signature: _____

Department Head's Signature: _____

CITY OF RIVERSIDE

PERFORMANCE APPRAISAL

| | |
|--------------------------|------------------------------|
| <input type="checkbox"/> | 3 MONTHS PROBATION REVIEW |
| <input type="checkbox"/> | 6 MONTHS PROBATION REVIEW |
| <input type="checkbox"/> | ANNUAL REVIEW |
| <input type="checkbox"/> | INTERIM REVIEW |

Name: _____

Position Title: _____

Date of Last Performance Review: _____

Review Period: _____

Date Started in Current Position: _____

Department: _____

Supervisor's Title: _____

Due Date of this Performance Review: _____

Next Review Date: _____

Supervisor's Title: _____

PART I - RESULTS

A. Objectives Accomplished

List the specific goals and objectives accomplished by the employee during the appraisal period, compared with the results expected from goals established in the previous appraisal (Part VI), or in other statement of goals and responsibilities from job descriptions, etc.

B. Additional Accomplishments

List any exceptional accomplishments not shown in Section A above that the employee achieved and which deserve recognition during the appraisal period.

C. Unaccomplished Objectives

List the specific goals and objectives not accomplished by the employee during the appraisal period, compared with the expected results as defined in the previous appraisal (Part VI), or another statement of goals and responsibilities from job descriptions, etc. State why the expected results were not achieved.

| Behaviors | | Applicability | Evaluation | | | |
|----------------|---|--|--|--|--|--|
| 1. | How productive is the employee? (Quantity of work?) Work completed on time? | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Quantity of work completed is not acceptable. | <input type="checkbox"/> Meets and occasionally exceeds standards, rarely below expectations. | <input checked="" type="checkbox"/> Consistently produces high volume, frequently exceeding expected standards. | <input type="checkbox"/> Always exceeds productivity standards, objectives and goals. |
| Comments _____ | | | | | | |
| 2. | How productive is the employee? (Quality of work?) Accuracy? | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Work usually has errors of such quantity and magnitude as to question the results. | <input type="checkbox"/> Work is basically correct, but occasionally lacks sufficient detail to classify as a professional job. | <input type="checkbox"/> Accurate when and where it really counts, may have some minor flaws that do not affect the work but merely prevent it from being labeled as outstanding. | <input type="checkbox"/> Always accurate at all levels and during all phases of completion; a viable standard of excellence. |
| Comments _____ | | | | | | |
| 3. | How productive is this person? (Job knowledge?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Knowledge is limited to certain areas; sufficient to handle only routine tasks. | <input type="checkbox"/> General knowledge is sufficient to handle most tasks covering all areas of the job. | <input type="checkbox"/> Broad general knowledge and expertise in most areas; can handle advanced and unusual tasks. | <input type="checkbox"/> Exceptional knowledge, sufficient to handle any assignment; even the most complex. |
| Comments _____ | | | | | | |
| 4. | How well does this person initiate work? (Starts assignments without prompting? Independently contributes ideas and completes projects?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Requires repetitive direction and instructions to complete task. | <input type="checkbox"/> Demonstrates some self-starting characteristics. | <input type="checkbox"/> Exhibits above average initiative but not consistently; generally thorough. | <input type="checkbox"/> Displays extraordinary initiative; a self-starter with a great motivation to complete desired objectives promptly. |
| Comments _____ | | | | | | |
| 5. | How well does this person adapt to changes in work situations? (Easily adjusts to new people, ideas, and procedures?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Adjustment is unacceptable and may need some improvement. | <input type="checkbox"/> Adjusts satisfactorily within necessary time-frame. | <input type="checkbox"/> Adjusts quickly. | <input type="checkbox"/> Thrives on change; adjusts very rapidly. |
| Comments _____ | | | | | | |

person ~~plans~~ organize work? Set objectives and priorities? Manage personal resources to meet objectives?)

- ☐ Applies
☐ Does not apply

Minimal planning with regard to objectives or priorities.

~~Plans~~ plans and work ~~plans~~ are consistent with group objectives and priorities.

Plans in detail, considers objectives and priorities, adjusts readily to new tasks required.

Planning is ~~exceptionally~~ complete in relation to objectives and priorities. Identifies potential problems and follows up effectively.

Comments _____

7. How well does this person analyze problems and make decisions? (Identifies/evaluates relevant issues? Timely? Effective? Takes appropriate risks?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐ Ineffective, makes only routine decisions.

☐ Usually makes contributions in the definition and solution of problems. Makes decisions based on the information at hand.

☐ Recognizes when additional information is required for non-routine decisions. Makes timely and effective decisions.

☐ In addition to obtaining and evaluating pertinent information and making sound and timely decisions, is exceptional at considering long term effects of decisions.

Comments _____

8. How dependable is this employee? (Attendance? Punctuality?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐ Attendance and/or punctuality is unacceptable.

☐ Attendance and/or punctuality is generally acceptable but at times is below average causing some disruption of work activities.

☐ Good attendance and/or punctuality. Seldom absent or tardy.

☐ Exceptionally reliable, rarely absent or tardy.

Comments _____

9. How well does this person work with other people? (Builds effective relationships? Accomplishes work through/with others? Effectiveness in groups?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐ Is the source of friction at times.

☐ Gets along with supervisors and peers. Strives to achieve the work groups' objectives.

☐ Respects and is respected by others. Regularly provides assistance, reinforcement and support to others.

☐ Strong positive force in work group, provides appropriate support and assistance to others even in time of high work pressure. Can be counted on to maintain positive working relationships.

Comments _____

10. How well does this person communicate with others? (Verbally?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐ Generally has difficulty explaining points and clarifying these points when questioned.

☐ Generally clear, to the point and understood. Clarifies points when questioned.

☐ Very good communicator, message is very clear and concise and can be understood with ease.

☐ Very clear and convincing in communications, maintains logic and clarity in pressure situations.

Comments _____

- | | | | | | |
|---|--|--|---|--|---|
| 11. How well does this person communicate with others? (Written?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Should strive to improve overall writing skills to minimize errors and incompleteness. | <input type="checkbox"/> [redacted] writing skills. Regularly prepared documents are logical, complete and accurate. | <input type="checkbox"/> Writing is organized, concise, complete and meets stated objectives. Prepares clear, logical communications on complex subjects. | <input type="checkbox"/> Superior writing skills, to the point, concise, with an effective and persuasive style. Can modify style to fit the purpose of communication. |
|---|--|--|---|--|---|

Comments _____

- | | | | | | |
|--|--|---|--|--|--|
| 12. How well does this person manage productivity? (Delegates tasks to get the job done? Uses staffing efficiently?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Fails to establish goals and procedures. Employees are generally unclear on performance expected. | <input type="checkbox"/> Establishes specific goals, objectives and procedures, follows up on assignments, provides feedback. | <input type="checkbox"/> In addition to the previous block, emphasizes high quality and quantity of work, establishes specific goals, objectives and procedures; keeps subordinates informed and provides feedback. | <input type="checkbox"/> In addition to the previous block, makes best use of subordinates' attributes, involves employees in identifying and solving problems. |
|--|--|---|--|--|--|

Comments _____

- | | | | | | |
|--|--|--|--|---|--|
| 13. How well does this person manage resources? (Uses financial resources efficiently? Meets budgets?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Requires review to control expenses. | <input type="checkbox"/> Stays within budget; maintains cost effectiveness. | <input type="checkbox"/> Operates within the budget, initiates cost savings. | <input type="checkbox"/> Not only stays within budget, but is a real leader in developing cost savings without jeopardizing the work. |
|--|--|--|--|---|--|

Comments _____

- | | | | | | |
|--|--|---|---|--|---|
| 14. How well does this person appraise and develop subordinates? (Accurately assesses performance and gives feedback? Cross-trains subordinates? Employees are promoted to other positions?) | <input type="checkbox"/> Critical <input type="checkbox"/> Applies <input type="checkbox"/> Does not apply | <input type="checkbox"/> Does not complete performance review on timely basis. Ineffective in providing feedback and training. | <input type="checkbox"/> Provides assessment and feedback to employee on timely basis. Identifies weak points and suggests means for employee improvement. | <input type="checkbox"/> Accurate and effective assessment of employee(s). Provides opportunities for improvement on weak points and for obtaining career goals. Develops promotable employee(s). | <input type="checkbox"/> In addition to previous block, provides appropriate appraisal and development of employees and develops possible successors. Consistent record of promotable employees. |
|--|--|---|---|--|---|

Comments _____

person's employment, employee and labor relations policies and objectives? (M.O.U.'s, City, departmental policies & procedures & S.O.P.'s)

- ☐ Applies
☐ Does not apply

Is inconsistent, shows minimal regard for sound employee relations practices.

Is aware of policies and objectives relative to employment and employee/labor relations. Usually adheres to procedures and is consistent in handling people problems. May need some improvement.

Is aware, consistent and effective in administration of City policies and objectives relative to employment and employee/labor relations.

In addition to previous block, creates positive atmosphere with employees; has credible relationships and effectively responds to employees' problems.

Comments _____

16. How well does this person manage cross-organization relations? (With other departments? With other divisions?)

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Is source of some friction, fails to recognize others' needs.

☐
Cooperative; responds in an accurate and timely manner.

☐
Very cooperative; accurate, thorough and timely in response; at times will put other's needs ahead of his/her own.

☐
Extremely cooperative. Provides any assistance requested; is viewed as a real team player.

Comments _____

17. How well does this person deal with the public/customers, including sensitivity to cultural diversity issues?

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Shows little respect to the public. Projects an image of being too busy to be interrupted. Does not take the initiative to answer customers' questions. Waits for someone else to do the job.

☐
Has some problems or is reluctant to talk to public. Lacks self-confidence in answering questions and, if possible, will avoid public contact.

☐
Is personable and projects self-confidence in dealing with the public. Is willing to take the time to answer questions completely.

☐
Does an excellent job; can handle any situation. If question cannot be answered, will direct customer where to find answer or will make inquiries until customer is satisfied.

Comments _____

18. How well does this person operate and maintain equipment?

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Disregard for care and operation of equipment.

☐
Lacks good judgment in operation and care of equipment.

☐
Adequate maintenance and operation of equipment.

☐
Demonstrates maximum and proper maintenance and operation of equipment.

Comments _____

19. How well does this person adhere to safety policies?

- ☐ Critical
☐ Applies
☐ Does not apply

☐
Has little concern for own safety or for safety of others.

☐
Occasionally forgets standard safety procedures.

☐
Follows proper safety procedures.

☐
Takes extra precautions to ensure safety for all.

Comments _____

Check the box that is most descriptive of the employee's overall job performance. This evaluation should reflect supervisor's appraisal of the results the employee achieved in Part I, the evaluations given to job behaviors in Part II, and the results of any previous action plans in Part VI.

| | | | | | |
|---|---|--|--|--|--|
| <input type="checkbox"/> 1 Performance is considerably below standard and is unacceptable. | <input type="checkbox"/> 2 Performance is less than standard and improvement is needed in several areas. This may be due to inexperience or a decrease in performance level. | <input type="checkbox"/> 3 Performance meets minimum requirements. Duties and responsibilities are performed with satisfactory results. | <input type="checkbox"/> 4 Performance meets and exceeds objectives. Accomplishes assigned tasks. Normal problems/situations are properly considered and generally well handled. Results are good to very good. | <input type="checkbox"/> 5 Above standard in most areas. Performance constitutes initiative including high quality and quantity. Employee not only fulfills job requirements, but frequently contributes more than the assigned share. Results are commendable. | <input type="checkbox"/> 6 Performance is consistently characterized by work of exceptionally high quality. Employee is repeatedly making significant contributions in all areas of job duties, which are far above requirements for the position and the assigned goals and objectives. Results are clearly outstanding. |
|---|---|--|--|--|--|

PART IV - PROMOTABILITY INDEX (Optional)

| | | |
|--|---|--|
| <input type="checkbox"/> Employee does not demonstrate skills and abilities suitable for promotion at this time. Not promotable. See Action Plan Part VI. | <input type="checkbox"/> Employee demonstrates some skills and abilities suitable for consideration for promotion. | <input type="checkbox"/> Employee demonstrates significant skills and abilities suitable for consideration for promotion. |
|--|---|--|

PART V - PERFORMANCE IMPROVEMENT PLANS

Identify Development Action Plans that can aid in improving employee's job performance, career growth or promotability potential during the coming year.

PART VI GOALS AND OBJECTIVES FOR NEXT PERFORMANCE APPRAISAL REVIEW PERIOD

List specific goals and objectives to be accomplished in the next appraisal review period. They should be measurable and results-oriented to permit an accurate evaluation.

PART VII EMPLOYEE'S COMMENTS AND SIGNATURE

The contents of this form have been reviewed by me. My comments are shown below, as applicable, regarding career goals, agreement or disagreement with this appraisal. I understand that I may choose to comment on any section of the appraisal.

Employee's Signature: _____ Date: _____

Signature does not necessarily indicate agreement with appraisal, but does acknowledge that appraisal was conducted and that employee has reviewed the appraisal.

Supervisor's Signature: _____ Next Level Supervisor's Signature: _____

Department Head's Signature: _____

PERFORMANCE APPRAISAL INSTRUCTIONS

The success of the City of Riverside is the direct result of the contributions of the City's goals and objectives through the accomplishments of its employees. Employees should know how they are performing in their current position, what their strengths and shortcomings are, and what they can do to advance. The City of Riverside believes that the Performance Evaluation Program is an effective way to monitor performance and to motivate, guide and develop employees.

FREQUENCY

Every employee should have a performance appraisal annually or at 3 and 6 month probation periods. Interim reviews are for appraisals that fall outside the normal review cycle.

PROCEDURE

1. Pre-Review

Prior to completing appraisal, think about accountabilities of this position and the specific goals and objectives set for the employee during the appraisal period and how well the employee understood them. Also consider how you expected the results of the job to be done. You and the employee should have a common understanding of expected accomplishments during the rating period, given available resources and environmental obstacles. When there are differences in expectations between employee and supervisor, attempt to reconcile the differences, but keep in mind the final decision on job expectations remains with the supervisor.

The ideal time for a supervisor and the employee to reach a common understanding on expected accomplishments is **at the beginning of the next appraisal period**. Periodic updates, additions, deletions, and/or changes in expected accomplishments and applicability of job behaviors may be required during the appraisal period. In instances where additional space is required to complete any section of this appraisal, attach additional pages as necessary.

2. Complete the Annual Performance Appraisal

Part I - Key Results

A. Objectives Accomplished

List the established goals and objectives found in Part VI of the previous appraisal. Goals and objectives should be established for employees entering a new job. If not pre-established, define job elements and results expected.

B. Additional Accomplishments

This section may be used to list achievements and to provide special recognition for the employee not shown in Section A above.

C. Unaccomplished Objectives

Complete when specific goals and objectives expected were not achieved.

Part II - Behaviors

- A. In the column labeled "Applicability," supervisor indicates how each job behavior applies in evaluating the employee's job performance based on how the job is designed and what the employee is expected to accomplish.
- B. Using the column labeled "Evaluation," check in the appropriate box the level of performance you believe the employee has demonstrated over the past year in each critical or applicable behavior.
- C. If you feel a comment is important, use the space provided under each job behavior.

Part III - Overall Evaluation of Performance

The supervisor checks appropriate "overall" rating level as defined, describing employee's performance for this appraisal period.

Part IV - Promotability Index

Part V - Performance Improvement Plan

Identify a Development Action Plan for employee, as appropriate.

Part VI - Goals and Objectives: Next Appraisal Period

Define new goals and objectives for the next rating period with employee's input where feasible.

Part VII - Employee's Comments and Signature/Supervisor's Signature/Next Level Supervisor and Department Head

After proposed appraisal is complete, the supervisor discusses the form and gains concurrence with next level supervisor.

Part VIII - Complete Appraisal: Obtain Employee's Comments and Signature

Discuss the contents of the appraisal with the employee. Obtain the employee's comments on the appraisal, if any, and request the employee's signature. The reviewing supervisor and next level of supervision involved in the review should read the employee's comments and sign the form.

Part IX - Completed Appraisal Submission

After appraisal is completed, initiate appropriate salary action using the salary change form. Attach the performance appraisal and forward it to the Human Resources Department. The Human Resources Department will retain the performance appraisal in the employee's personnel file.